

Chief, Language and Area School

Director of Training

Area Training and Research

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 NO CHANGE in Class. ☐  
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 DDA Memo, 4 Apr 77  
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 Date: 5 JAN 78 By: 029

1. The proposed program of area training and research which you submitted 3 November 1959 has been reviewed very carefully. You will remember that in early October we solicited the views of the Deputy Directors with respect to area training. Only DD/P has commented so far. I am approving your proposal, therefore, subject to any significant requirements that may come in from DD/I or DD/S, and subject also to the comments below.

## 2. General

In general, the proposed program is well conceived and carefully thought out. Its objectives appear realistic in terms of probable area training requirements of the Agency and OTR's resources to meet such requirements. The program is also sufficiently flexible to meet shifts in emphasis or changes in requirements.

## 3. Americans Abroad Orientation

Proposals for this phase of the program are excellent, particularly with respect to the development and compilation of self-study materials. However, in developing or adapting such materials, you should always make maximum use of those available from outside sources so that only the minimum number of such items have to be prepared internally. You will also find it useful to have current statistics on the numbers and destinations of employees being assigned abroad, and I will be glad to help if you need assistance in getting this information.

## 4. Overseas Effectiveness

Plans for the IOE course look promising. I am also impressed with some of the background study and research proposed for this phase of the program, especially the validation of the IOE and the development

of overseasmanship material for use by field supervisors. The development of additional courses (s. g., applied overseasmanship and Mid-Career Seminar) should be deferred, however, until the requirement for such training can clearly be anticipated. Right now, as you know, there is some doubt as to whether we will have a continuing requirement even for the IOE. So it behooves us to concentrate on making this course as effective as possible before attention can be given to developing other courses.

5. I appreciate very much the effort which you and your staff have given to this problem and I will want you to keep me closely informed on new developments in the program as they take place.

MATTHEW BAIRD

Distribution:

Orig. & 1 - Addressee  
1 - DTR  
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OTR/PPS [REDACTED] (16 Nov 59)

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